Ministry of
Children and Family
Development

2001/02
Annual Report
A New Era Update

BRITISH
COLUMBIA

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Introductory Note — A Year of Transition

The Government of British Columbia and its ministries are committed to reporting on performance. The *Budget Transparency and Accountability Act* (BTAA), as amended in August 2001, provides the legislative framework for a regular cycle of planning, reporting and accountability. Under the BTAA, ministries are responsible for producing three-year service plans (previously called performance plans), which are updated yearly, and annual service plan reports (formerly called performance reports). The amended BTAA takes effect beginning with the 2002/03 fiscal year. The first three-year service plans, covering the period 2002/03 to 2004/05, were released with the provincial budget on February 19, 2002.

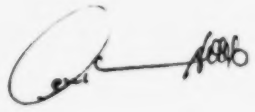
This annual report relates to the previous fiscal year, covering April 1, 2001, to March 31, 2002. This was a transition year, with a new government sworn into office on June 5, 2001. On that day, there was an extensive reorganization of ministries, which were given significant new policy direction and tasked with the responsibility for implementing the government's *New Era* commitments. Later in the year, ministries proceeded through the core services review, which refined the mandates of ministries and identified the strategic shifts required to move government toward its long-term objectives.

This report provides an update on all that activity and also provides a report on performance, approaching the model provided by the BTAA as closely as is possible in the circumstances. An annual report would normally relate back to a preceding plan and report on the results achieved compared with the intentions outlined in that plan. In this case, the preceding plan was produced before the adoption of the significant changes outlined above, and as noted, this ministry has been significantly reorganized, and policies and priorities have changed. This limits the extent to which performance information as described in the previous plan is useful.

Consequently, this report sets out the ministry's redefined role and the services it provides, and — within the context of its goals and objectives as they evolved through the year — describes the achievements of the ministry and the performance targets being used to measure success.

Accountability Statement

The 2001/02 Ministry of Children and Family Development Annual Report was prepared under my direction and I am accountable for the results the ministry has achieved since June 5, 2001. This report describes progress made in this first year on the government's *New Era* commitments, which are to be addressed by May 17, 2005.



The Honourable Gordon Hogg
Minister of Children and Family Development

Date: June 10, 2002

Minister of State Accountability Statement

I am the Minister of State responsible for Early Childhood Development and, as such, I am accountable for the basis on which that portion of the Annual Report was prepared, and the results achieved since June 5, 2001.

The Honourable Linda Reid
Minister of State for Early Childhood Development

Date: June 10, 2002

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BRITISH COLUMBIA

Ministry of Children and Family Development

It is an honour for me to reflect back over the past several months and see the successes, challenges and opportunities experienced by the new Ministry of Children and Family Development. This period marked the beginning of real and unprecedented change, as we began a three-year transition to community-based governance. The changes will help ensure that key programs and services are sustainable in the future for the most vulnerable children and families and adults with developmental disabilities in B.C.

The ministry made a variety of significant achievements from June 5, 2001 to March 31, 2002, including:

- Reviewing ministry programs and policies against the best available research, practice models, and experience; establishing a new mandate, mission, values and principles; and reorganizing the ministry to help meet our commitment to effect positive change.
- Marking the beginning of a power shift for the ministry, from centralized decision-making to decentralized decision-making and planning — a shift towards community governance. A key component of this was the development of six strategic shifts which will guide the way we conduct our business. Communities have what Harvard University's Robert Putnam, one of the most influential academics in the world today, calls 'social capital' — the ability to effect change.
- Honouring the strategic shift of promoting family and community capacity to protect children and to support child and family development by planning initiatives to reduce the number of children taken into care using less disruptive options. Bill 17, the *Child, Family and Community Service Amendment Act 2002*, helps clarify and strengthen the old legislation, enabling staff to better serve children and youth at risk by reducing unnecessary administrative burdens, maximizing family and community resources and helping to enhance protection for those who need it. Kith and kin agreements and family conferences will enhance family and community participation in planning for a child at risk at home.
- Integrating the strategic shift of open and accountable relationships into our day-to-day work. We developed an interactive web site, MCFD Change, as a place for citizens, stakeholder groups and ministry staff to be involved in our transformation process. The web site mirrors the four major transformation groups we have created to guide us over the next three years. The Child and Family Development and Aboriginal Child and Family Development, Community Living Services, Corporate Infrastructure and Corporate Accountability transformation groups have each established a steering committee with representatives from service sectors, individuals who have received related services, family members, caregivers and others, to ensure a truly representative and participatory transition allowing for innovation, flexibility and choice.

I have greatly appreciated the dialogue provided by thousands of citizens across the province, who share our commitment to supporting healthy communities and families. I look forward to our future work and discussions towards our mutual goals.

The Honourable Gordon Hogg
Minister of Children and Family Development

BRITISH COLUMBIA

Ministry of Children and Family Development

It has been an honour, as the first Minister of State for Early Childhood Development in Canada, to serve this province during the past 10 months of fiscal 2001/02. I share Premier Campbell's commitment to bringing about real and positive change for many thousands of young children and their families in British Columbia.

In 2001/02, we set a foundation towards British Columbia becoming a national leader in Early Childhood Development programs. Currently, there are over 270,000 British Columbians aged from zero to six years. Emerging research confirms the crucial importance of early life experiences, the brain's development, and the key role of early relationships in later life successes. The abundance of evidence affirms that investment in Early Childhood Development is critical to a child's future success throughout school and in adulthood. For children with special needs, the importance of early identification, intervention and quality care is even stronger to help ensure positive outcomes that can last a lifetime.

With government and the ministry affirming Early Childhood Development as a key priority, the ministry began and/or continued a diverse array of initiatives in this area, including:

- Announcing our plan to provide individualized funding for children under six years diagnosed with autism, to provide families with more treatment choices.
- Expanding access to the Infant Development Program and Family Resource Centres.
- Setting a new foundation towards better outcomes for Aboriginal families and communities with initiatives such as an Aboriginal Early Childhood Development project, to help urban Aboriginal communities develop a comprehensive approach to Early Childhood Development services for children up to age six years and their families. Twenty-five communities were prioritized for funding.
- Conducting *Make Children First* learning initiatives in selected communities, to determine an integrated and comprehensive system for Early Childhood Development that can be applied provincially.

I am particularly encouraged by the landmark work that has begun through the University of British Columbia's Human Early Learning Partnership, which links university, government and communities in the Early Childhood Develoment field. By using an assessment method called the Early Development Instrument, they will be measuring the readiness to learn of all B.C.'s school starting age children over the next year. This will create baseline data from which we can measure our progress in the coming years.

In the future, we will continue to develop a cross government, coordinated strategy for Early Childhood Development in B.C., which will include consultation with some of Canada's leading researchers and achievers and with thousands of parents. I am committed to making services more accessible and responsive for the children and families of this province. I especially look forward to the great opportunity of ensuring all ministries work together to support early childhood development.

The Honourable Linda Reid
Minister of State for Early Childhood Development

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Year-at-a-Glance Highlights

The period June 5, 2001 to March 31, 2002 marked the beginning of real and positive change in how child and family services will be developed and delivered in British Columbia. The ministry began the transition by conducting a Core Services Review, which helped define its mandate, services and programs to ensure that they were focused to meet government's economic, fiscal and social objectives. It then developed a new vision, mission and six strategic shifts, re-organized and began operating according to five primary service areas, and announced a three-year plan to move to community-based governance. Significant progress continued throughout the fiscal year, with some highlights provided below, by primary service area.

Adult Community Living Services

- Completed and obtained approval for the Community Living Transformation process which, early in fiscal 2002/03, would include the appointment of a 24-member Transition Steering Committee to partner with government in the planning to community governance of services to children, adults with developmental disabilities, and their families.
- Began work to explore a range of new community living/special needs options, with a goal to increase choices and better meet individuals' and families' needs, and to enable more adults with developmental disabilities to live at home with their families as long as possible.
- Began to review initiatives towards enabling more adults with developmental disabilities access to a greater variety of options around independent living and family care arrangements, shifting away from staffed residential resources if and when possible.
- Began planning towards the development of initiatives that would ensure resources are dedicated to those adults with developmental disabilities and their families who are most in need.

Youth Justice, Child and Youth Mental Health, and Youth Services

- Developed a plan for a comprehensive ministry youth services review to occur in fiscal 2002/03, with an objective to gather evidence of 'what works for youth', to ensure optimal services for high-risk youth in B.C. over the long term, within allocated budgets.
- Progressed work in developing a Child and Youth Mental Health Plan to enhance services and maintain integrated service delivery. The ministry also worked with the Ministry of Health Services and Minister of State for Mental Health to ensure quality service delivery in this area.
- Announced plans to close the Boulder Bay Youth Custody Centre in Mission, and the Centre Creek Youth Custody Centre in Chilliwack. The two closures resulted from a decline in the number of youth in custody over the past several years.
- Confirmed construction of a new 60-bed youth custody centre in Victoria to replace an outmoded and inadequate facility. The new facility will open in June 2002, and will include enhanced forensic psychiatric services.
- Enhanced rehabilitative and community-based youth justice services, by completing implementation of new outpatient and in-custody violent young offender treatment programs; and enhanced intensive support and supervision programs.
- Confirmed that regional child and youth mental health and regional youth probation services will be included in the same new governance and service delivery structure as child protection and family development.

- Prepared to conduct targeted stakeholder consultations, to inform the introduction of a *Safe Care* bill in 2004/05 to fight sexual exploitation of children. Also, work started on two months of training sessions across the province to increase understanding and use of existing legal options, including restraining orders under the *Child, Family and Community Service Act*, to help protect sexually exploited children and youth. The training was targeted to social workers, police, probation officers and youth workers. Also, the ministry started preliminary planning for 2002/03 joint work with the Ministry of Public Safety and Solicitor General to consider appropriate measures to fight child prostitution and youth crime.

Early Childhood Development and Children with Special Needs

- The National Children's Agenda developed a vision for improvements in children's health and well-being. Governments indicated their commitment to this vision with a focus on healthy pregnancy, birth and infancy; parental and family supports; early childhood development, learning and care; and community supports. The ministry worked on various plans to expand programs and services for Early Childhood Development.
- British Columbia joined a partnership of four provinces and three territories working together to prevent fetal alcohol spectrum disorder (FASD), and to raise public awareness of the impacts of FASD and related disorders. Alberta, Manitoba and Saskatchewan formed the original partnership in 1998; other members are Nunavut, the Northwest Territories and the Yukon.
- Began developing, in collaboration with the Ministry of Health Planning, the *Best Chance Series*, consisting of three informative publications for parents: *Baby's Best Chance* (revised); *Toddler's First Steps*; and *Pre-Schoolers: Ready to Learn*.
- Partnered with the Kiwanis Club of Courtenay for the province-wide distribution of a video called *Precious Minds: Nurturing Literacy in the Early Years*, which shows the benefits of reading aloud to infants and toddlers, including sensory stimulation and relationships.
- Provided core support for establishment of a multi-university/society partnership in Early Childhood Development. The Human Early Learning Partnership (HELP) is based at the University of British Columbia and links university, government and communities concerned with early childhood health, development, education and family well-being. Also, administration of the Early Development Instrument through HELP began, for children in kindergarten, over a five year funding period. This will create baseline data that can then be used to gauge readiness to learn. Dr. Clyde Hertzman leads HELP.
- Set a new foundation for better outcomes for Aboriginal families and communities, with initiatives such as an urban Aboriginal Early Childhood Development project. Priority communities identified for funding include Vancouver, Mission, Kamloops, Quesnel, Surrey, Langley, North Delta, Tsawwassen, New Westminster, Burnaby, Pitt Meadows, Maple Ridge, Coquitlam, Port Moody, Vernon, Smithers, Chetwynd, Houston, Prince George, Dawson Creek, Fort Nelson, Prince Rupert, Courtenay, Nanaimo and Duncan.
- Finalized plans to administer a new individualized funding program early in fiscal 2002/03 for autism services for children aged zero to six years with autism and their families.
- Worked with community partners and the Ministry of Health Planning to expand the Building Blocks program, develop new learning initiatives, develop new Family Resource Centres and implement the above-noted Early Development Instrument. Building Blocks programs reached 27 communities, focusing on Family Home Visitors, fetal alcohol spectrum disorder prevention, and family development through child care.

- In partnership with the Capital Health Region and the Queen Alexandra Foundation for Children, conducted the *Shaken Baby Provincial Awareness Campaign*, to promote public awareness about important preventative measures to avoid the potentially tragic consequences of shaking a baby.

Family Development and Child Protection

- Introduced Bill 17, the *Child, Family and Community Service Amendment Act 2002*, to strengthen families' and communities' ability to care for and protect their own children without the need for the ministry to take the children into care. The bill will clarify and strengthen British Columbia's child protection legislation, facilitating new options to protect children in their own home and community. Work on creating a new family development framework also started, in support of this goal. Plans for enabling kith and kin agreements and enhanced family conferencing also began.
- Began preparatory work on a variety of options to ensure children's protection without the disruptive removal from their family. Planning began to reallocate savings to protective family development services, to assist parents or extended family members to care for children, or to enable a child removed from a home to return home earlier.
- Corrected inconsistencies and inequities in compensation to foster parents, by aligning foster care rates and bed-specific agreements with existing ministry policies developed in 1992. Payments to B.C. foster parents are tax-free and rank among Canada's highest.
- The Minister participated in the Vancouver Aboriginal Child and Family Services Society (VACFSS) delegation ceremony in December. VACFSS is the first stand-alone delegated urban Aboriginal child and family service agency in British Columbia.
- Signed an agreement with Metis Family Services (Surrey), making them the first Metis child and family services agency in B.C. and Canada to undertake delegated authorities under the *Child, Family and Community Service Act*.
- Distributed a video and user guide called *Redefining Success: Raising Children Exposed Prenatally to Alcohol*. While its main focus is on families interested in or who have adopted children exposed prenatally to alcohol, the materials assist in different settings with different audiences, such as foster parents, birth families, teachers, students, teenagers, social workers, medical professionals and others.
- Continued providing a range of preventive and support services for families to complement existing community resources, including:
  - Parents Together (self-help groups)
  - Family Enhancement Worker Programs
  - Family Preservation Programs
  - Child and Youth Care Worker Programs.
- Signed an agreement in the spring with the Northern Interior Health Region, to develop a Suspected Child Abuse and Neglect (SCAN) Team in Prince George. The Prince George SCAN team serves all communities in the North. The ministry also has agreements for multi-disciplinary SCAN teams in Victoria, the Fraser Valley and Vancouver.

- November was proclaimed *Adoption Awareness Month* in B.C. The ministry conducted a province-wide *Adoption Recruitment Campaign*. That month, over 200 B.C. families and individuals inquired about adopting children in the permanent care of the ministry and many attended adoption information sessions. The ministry undertakes year-round adoption recruitment activities. From April 1, 2001 to March 31, 2002, 1,060 inquiries were made about ministry adoption and over 750 attended province-wide information sessions, and the ministry received over 500 applications to adopt. In March 2002, there were over 750 children in ministry care registered for adoption and nearly 300 approved adoption homes. (For information on adoption, visit web site www.mcf.gov.bc.ca/adoption/index.html or phone toll free at 1 877 236-7807.)
- The number of children in permanent care placed with adoptive families increased to approximately 227, up from 162 the previous fiscal year.
- Communities province-wide proclaimed October as *Foster Parent Appreciation Month*.
- Developed, in consultation with the Human Rights Commission of B.C., *Practice Guidelines for Responding to Bias Expressed by Children or Youth in Care*. The guidelines assist workers with guardianship responsibilities who are dealing with situations where children or youth in care have made discriminatory statements to another person.
- Facilitated preliminary work on the shift of children in residential care from staffed group homes and other contracted resources, into family foster care.
- Commenced planning for the devolution of the Director's responsibilities to the regions.

Corporate Services, Program and Regional Management

- Re-organized the ministry according to five primary service areas, as a result of the review of all ministry programs and services.
- Developed and published the ministry's three-year service and budget plan (available on the ministry's web site at www.gov.bc.ca/prem/popt/corereview/srv_pln/mcf/) which sets out the framework for transitioning the ministry to a community governance structure, with provincial and regional authorities, over the next three years.
- Developed the *MCFD Transformation* model (located on the MCFD Change web site at www.mcf.gov.bc.ca/change/) to help the public understand the roles of the Deputy Minister, four key Executive Sponsors, and Executive Members through the transition to provincial and regional authorities.
- Established, or received approval for establishing, community governance steering committees with representatives from province-wide communities, to prepare the ministry's transition in the areas of child and family services including Aboriginal child and family services, and adult community living services.
- Reviewed the regulatory burden of various program areas to identify those requirements that are unnecessary or inconsistent with the ministry's strategic shifts. Such regulations were identified for elimination or amendment during the next three years, in accordance with targets set in the ministry's *Three Year Deregulation Plan*.

- Implemented a revised Complaints Process policy in October that clarified and strengthened the original 1997 policy. Along with information from the results of the Core Services Review of the Children's Commission and the broader *Restructuring Administrative Review Agencies* report released in February 2002, the revision helped enhance the process used by clients, their families and community members.
- Began the initial review of over 15,000 contracts held by the ministry, in terms of the shift to strategic investments in programs that are evidence-based, produce measurable results and empower vulnerable children, families and their communities toward positive change in the quality of their lives. Direct service contracts were identified as priority for retention, within available budgets. As of the end of March 2002, some contracts not supporting direct service delivery had been identified for phasing out.
- Finalized a Workforce Adjustment plan to reduce ministry-wide full-time equivalents by 22 per cent (about 1,110 positions) over the next three fiscal years. The plan featured no layoffs of regular staff in the 2001/02 fiscal year, due to administrative efficiencies.
- Made innovative advances in the ministry's public web site (www.gov.bc.ca/mcf) which contributed to a 40 per cent increase in visits over 2000/01, or 1.4 million page views. The ministry also developed and launched several new web sites, including the Media Site. The first of its kind in B.C., the Media Site provides statistics, quotes, news and other facts about ministry programs often sought by the media and the public. Other new web sites launched included the Core Services Review consultation site, the B.C. government's first interactive public consultation site; the MCFD Change Site, which provides regular updates for clients, staff, stakeholders and community partners regarding the ministry's transformation to community governance; and Connections, an electronic newsletter site that replaced two previous print newsletters. All of these web sites can be accessed through www.gov.bc.ca/mcf.
- Developed new 'virtual workspaces' on the ministry's Intranet to provide field staff with downloadable materials for adoption and fostering recruitment campaigns and provide a space to share ideas, innovations and best practices.

Ministry Role and Services

Results of the Core Services Review

In fall 2001, the ministry reviewed all of its programs and services to assess their ability to meet government's economic, fiscal and social objectives. The ministry invited staff, contractors, community leaders, clients and the public to provide input on ministry programs and services. Key questions were asked: What was being done? Why was it being done? How was it being done? And, how were we defining and measuring our progress?

To facilitate input, the ministry launched an interactive Core Services Review public consultation web site. In total, the web site received more than 35,000 user visits and more than 400 submissions, all of which were posted on the web site. Input was received from staff, community partners, interested organizations and others.

The Core Services Review revealed a gap between what the ministry was offering and what government required the ministry to deliver. All of the input informed the ministry's subsequent development of a new vision, mission statement and six strategic shifts (see below) that would guide the ministry over the longer term. The six strategic shifts were identified as necessary to guide operations over the next three years.

The ministry determined that a community-based governance structure, with provincial or regional authorities, would be better able to deliver services tailored to clients' needs. The new structure would better initiate informal support networks to increase the long-term capacity of communities to address their own social issues as they arise. Towards the end of 2001/02, the ministry began seeking more flexible and innovative ways to work with community leaders and new regional authorities to ensure future sustainability in meeting the needs of B.C. children and families. It also prepared to collapse its 11 regions into five in 2002/03, to work more effectively with other authorities, including those from Health Services and Education. Fiscal 2001/02 marked the beginning of a major transition period for the ministry as it began partnering with communities. The final results will change the way a range of social services are delivered to the province's children, adults with developmental disabilities, and their families, all with the goal of enhancing the quality of life for vulnerable people in our communities.

In February 2002, the ministry published its three-year *Service Plan*, which overviews the ministry's plan to transition to a community governance structure. It outlines how the ministry will partner with communities to change the way a variety of social services are delivered. It is expected that the changes will enhance the quality of life for vulnerable citizens currently served by the ministry.

Strategic Shifts

The following six strategic shifts will guide the ministry's operations for the next three years:

- To open, accountable and transparent relationships.
- To enabling communities to develop and deliver services within a consolidated, coherent, community-based service delivery system.
- To making strategic investments in capacity and resiliency building, and providing funding for programs and services known to work. (Capacity, in this context, means ability and potential. Resiliency is the ability to recover from challenging situations. The ministry believes that individuals, families, and communities have the capacity to successfully face and overcome challenges, provided they are given the opportunities and necessary supports to build and integrate this capacity.)
- To promoting family and community capacity to protect children and support child and family development.
- To a community-based service delivery system that promotes choice, innovation and shared responsibility.
- To building capacity within Aboriginal communities to deliver a full range of services with emphasis on early child and family development.

Vision, Mission and Values

Vision

The Ministry of Children and Family Development envisions a province of healthy children and responsible families living in safe, caring and inclusive communities.

Mission

Our mission is to promote and develop the capacity of families and communities to:

- Care for and protect vulnerable children and youth
- Support adults with developmental disabilities.

Principles and Values

The following principles guide the ministry in its work:

- We believe in the right and primary responsibility of families to protect and support the growth and development of children and youth.
- We believe that government must acknowledge and reinforce the capacity of communities to support and enhance the resilience of children and families.
- We believe that this ministry should provide the minimal intervention necessary to ensure the safety and well-being of our most vulnerable community members.

Role and Mandate

The ministry's role and mandate is to:

- Advance the safety and well-being of vulnerable children, youth and adults.
- Advance early childhood development through strategic investments.
- Advance and support a community-based system of family services that promotes innovation, equity and accountability.

Legislation

The Ministry of Children and Family Development is responsible for administering the following legislation:

- *Adoption Act*
- *Correction Act* (sections pertaining to youth justice services only)
- *Child, Family and Community Service Act*
- *Human and Social Services Delivery Improvement Act* (Part 3)
- *Human Resource Facility Act*
- *Secure Care Act* (not proclaimed)
- *Social Workers Act*.

The following legislation also guides delivery of services by the ministry:

- *BC Benefits (Child Care) Act*
- *Community Care Facility Act*
- *Mental Health Act*
- *Young Offenders Act (Canada)*
- *Young Offenders (British Columbia) Act*.

Planning Context

Facts about Ministry Services Provided to Communities in 2001/02

- Ministry social workers respond to an average of 90 reports a day of abuse and neglect of children. That's 90 reports every day, 365 days a year.
- Every day, 60 of those reports result in a social worker arriving on someone's doorstep to investigate.
- Every day in B.C., 11 children are likely to come into the legal care of the ministry because of concerns about their well-being or safety.
- Every day in B.C., children return to their families, with supports like homemakers, child and youth care workers and parenting programs.
- The ministry has over 10,000 children in its legal care — many of whom are medically fragile or have special needs.
- The ministry holds in excess of 15,000 contracts with agencies and individuals who deliver services to vulnerable children and youth, and to adults with developmental disabilities.

Many trends affect demand for ministry services, including demographic, social, and economic influences. Highlights of demand are listed below.

- The proportional average of children admitted into the care of the ministry from families receiving income assistance at the time they came into care, has been 65 - 70 per cent over the past decade.
- About 60 per cent of children in care come from single-parent families.
- The number of children in the care of the ministry averaged approximately 7,700 in 1996/97, compared to an average of approximately 10,450 in 2001/02, including Aboriginal children with delegated agencies.
- However, from June 2001 to the end of March 2002, the number of children in care declined.
- The Aboriginal child and youth population has grown faster than the non-Aboriginal child population. In 2001/02, an average of over 40 per cent of children in care were of Aboriginal ancestry.
- The number of children in the permanent care of the ministry placed with adoptive families increased from 162 in 2000/01 to approximately 227 in 2001/02.
- In 2001/02, the ministry delivered community child and youth mental health services to about 11,100 individuals, comprising approximately half of that service area's budget. In addition to the ministry's direct services, contracted ministry equivalent agencies and community contracted service providers also served in this area.
- Between April 1, 2001 and March 31, 2002, there was an average count of almost 260 youth in youth custody centres, and approximately 2,800 youth were on probation. In 2000/01, there was an average count of 290 youth in custody centres, and 3,200 youth on probation.
- In 2001/02, the ministry provided services to approximately 16,000 children with special needs and their families, ranging from infant development, to respite, to providing the services of child and youth care workers.

- From 1991 to 2000, the prevalence rate of Down's Syndrome per 1,000 total births increased by 19.7 per cent. For all congenital anomalies, the prevalence of any congenital anomaly per total births increased by 69.9 per cent. For the 1992 to 2000 period, the prevalence rate increased by about 58.8 per cent.
- The ministry funds Residential Services and Training and Support (day programs) for adults with developmental disabilities. This client group has grown steadily since 1996/97, from about 6,900 clients receiving services in March that fiscal year, to about 8,600 in March 2001/02, an increase of 25 per cent.
- The ministry has over 15,000 contracts for services with agencies and individuals, involving thousands of staff and individuals providing care. Until recently, growth in services focused on the use of contracted agencies rather than a family care model for the provision of services. In 2001/02, the ministry began to review contracts to ensure consistency with its six strategic shifts.

Ministry Organization

The Ministry of Children and Family Development consists of two separate but related components, headquarters and regions.

Headquarters

In Summer 2001, headquarters was restructured to meet the new ministry's mandate. Led by the Deputy Minister, headquarters provides central support for ministry operations. The functions of headquarters are to:

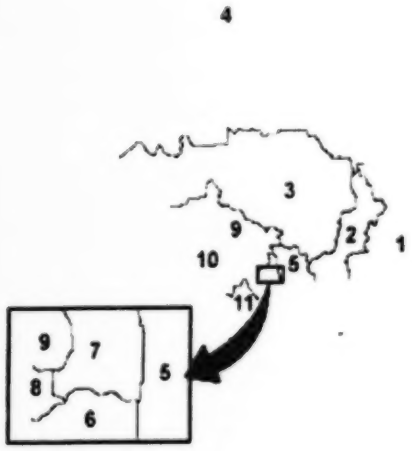
- Provide leadership by establishing provincial legislation policies and standards
- Provide performance management of the service delivery system, including the establishment of outcome-based objectives and evaluation criteria
- Audit procedures, policies and outcomes
- Provide advice and support
- Monitor for quality assurance and administrative fairness
- Determine best practices
- Maintain and enhance community partner relationships.

The divisions within headquarters are:

- **Regional Operations Division** — This division implements policy, manages service delivery and sets performance objectives for regional programs and services. It administers programs and evaluates performance.
- **Child and Family Development Division** — This division develops and maintains policies and standards for services related to child protection, foster care, family supports, family development, adoptions, and children in care; and conducts quality assurance evaluations against these standards.
- **Services to Aboriginal Children and Families Division** — This division provides administration for services related to Aboriginal children and families, and assists Aboriginal communities in building capacity towards providing services to their communities.
- **Early Childhood Development and Adult Community Living Services Division** — This division provides administration related to services and programs in early childhood development for children aged zero — six years and their families; children and youth with special needs and their families; and services for adults with developmental disabilities and their families.
- **Child and Youth Mental Health and Youth Justice Division** — This division oversees a range of programs and services related to youth justice, child and youth mental health resources, and services to youth at risk.
- **Management Services Division** — This division manages the ministry's finance requirements and decision support, capital assets and planning, human resource and education services, and provides privacy information and records services. It is also responsible for budget development, monitoring and forecasting.

- **Strategic Management and Intergovernmental Relations Division** — This division coordinates the ministry's major policy and planning initiatives and is responsible for the coordination of the transition to community governance, legislation, and intergovernmental relations.
- **Electronic Services Division** — This division oversees all aspects of information technology and information management for the ministry.

Regions



Kootenays (1)

Okanagan (2)

Thompson/Cariboo (3)

Upper Fraser (5)

South Fraser (6)

Simon Fraser/Burnaby (7)

Coast/North Shore (9)

Central/Upper Island (10)

North (4)

Vancouver/Richmond (8)

Capital (11)

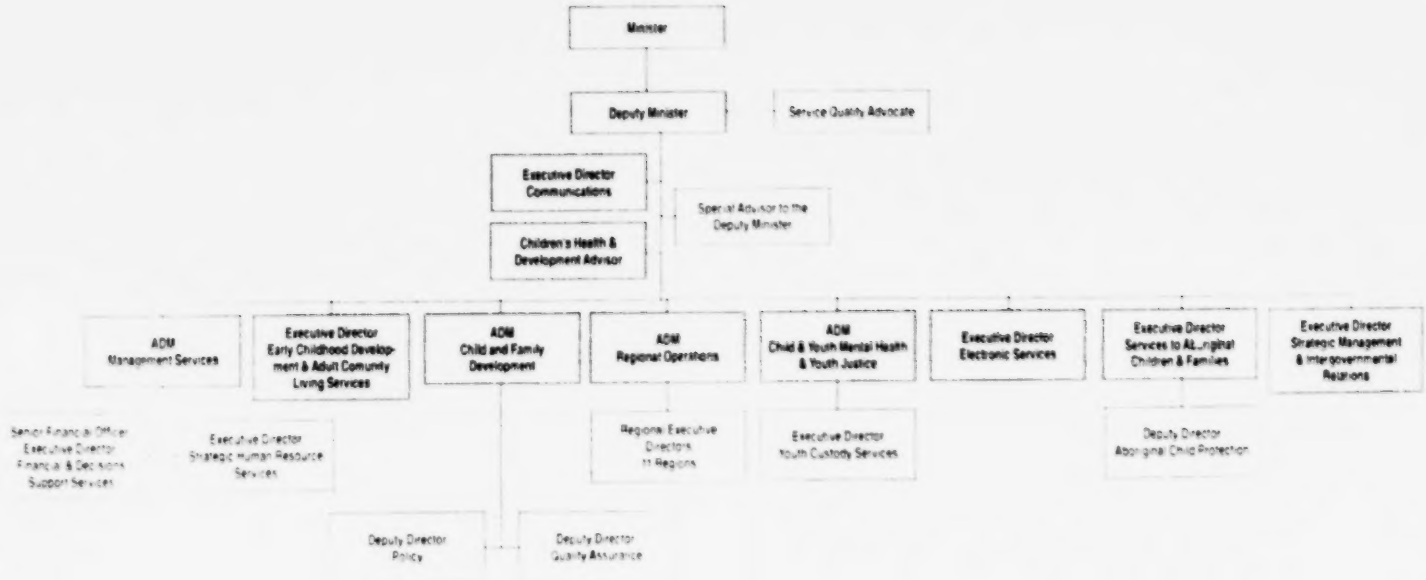
In 2001/02, services were delivered through 11 regions, each of which was headed by a regional executive director. Regional management functions include community services, child protection, community living, contract management, quality assurance, Aboriginal services, personnel and financial services.

The major functions of the regions are to:

- Manage the ministry's service delivery system
- Conduct client, community and regional needs assessments, and provide and manage service delivery based on those assessments
- Conduct regional planning, evaluation and reporting
- Allocate and manage funding within each region
- Be accountable to the public by establishing effective, front-line complaints processes
- Ensure equitable access to services for a diverse population
- Maintain and enhance regional stakeholder relationships
- Establish mandatory advisory committees that include families, youth and adults with developmental disabilities.

Note: Planning was underway in 2001/02 to move to a five-region model in preparation for the future move to community governance.

Organizational Chart
Ministry of Children and Family Development
Management Structure


Minister
Deputy Minister
Service Quality Advocate
Executive Director Communications
Special Advisor to the Deputy Minister
Children's Health & Development Advisor
ADM Management Services
Executive Director Early Childhood Development & Adult Comunity Living Services
ADM Child and Family Development
ADM Regional Operations
ADM Child & Youth Mental Health & Youth Justice
Executive Director Electronic Services
Executive Director Services to Aboriginal Children & Families
Executive Director Strategic Management & Intergovernmental Relations
Senior Financial Officer Executive Director Financial & Decision Support Services
Executive Director Strategic Human Resource Services
Regional Executive Directors 11 Regions
Executive Director Youth Custody Services
Deputy Director Aboriginal Child Protection
Deputy Director Policy
Deputy Director Quality Assurance

Ministry's Primary Service Areas

The goals of the ministry are carried out through five primary service areas, described below.

Adult Community Living Services

This area provides residential and day programming support to adults with developmental disabilities. Residential services are provided in family care settings, semi-independent living, and in staffed resources. Training and support programs (day programs) include self-help skill development, supported work and home support.

Youth Justice, Child and Youth Mental Health, and Youth Services

Youth Justice programs promote rehabilitation by providing services to youth committed by the courts to youth custody centres; providing community supervision services by youth probation officers; and by funding a range of community-based alternatives to custody, including day programs, intensive supervision, alternative measures and community service. Child and Youth Mental Health services include youth forensic psychiatric services to the courts and clients; community mental health programs ranging from prevention to intensive support and treatment; and operation of the Maples Adolescent Treatment Centre. Youth Services provides programs for at-risk youth and services to assist sexually exploited youth, including support workers, prevention and promotion services, and youth agreements.

Early Childhood Development and Special Needs Children and Youth

Early Childhood Development encourages the development of healthy children from zero to age six years, to prevent problems that might subsequently require more intensive interventions. Special needs services provide child and youth, and family support programs and interventions that promote healthy development and functioning of children and youth. These programs aim to help optimize lifetime opportunities and assist families in their role of primary caregivers. Early Childhood Development is a strategic priority of the ministry, and specific attention will be paid to Aboriginal communities.

Family Development and Child Protection

The Child Protection program carries out the Province's responsibilities under the *Child, Family and Community Service Act*, to promote the capacity of families and communities to support children, and to ensure that children found to be at risk of harm are protected from further abuse and neglect. The program administers the children in care residential program, including foster care, contracted facilities, and independent living, and seeks adoptive homes for children in the permanent care of the Province. It ensures that the Province's obligations under the *Hague Conventions on Adoption* are met. It also licenses and monitors six adoption agencies that provide placement services for parents who want adoption for their child; and interministerial adoption services to families who want to adopt children from other countries.

Family development programs ensure that families whose children are at risk receive necessary support services. Changes to this area will be sensitive to families' needs. New measures are intended to reduce the average cost per child in care, and will also help reduce the number of children in care in B.C. from 11 per 1,000 population, to closer to the national average of 9 per 1,000, by investing more in family development programming.

Corporate Services, Program and Regional Management

Corporate Services, Program and Regional Management provides overall direction, development and support for ministry programs, including support for all regional operations. This includes policy and legislative support, intergovernmental relations, audit, performance management and related research functions, administrative services, and financial and decision support services. The area will also provide support for the establishment of the new governance structure, with appropriate accountability mechanisms; and Freedom of Information (FOI) and Protection of Privacy maintains responsibility for FOI requests and records.

Ministry Alignment with Government Strategies

Government Priority: Education and Family Services

Government Strategy

"Reduce the proportion of children in care while ensuring they are protected."

- The safety and well-being of children will remain the ministry's primary focus; however, in most circumstances, children can be best cared for within their families.
- Wherever possible, the ministry will focus on dedicating resources to build family capacity, rather than remove children from their homes.

Activities to Date

- In March 2002, Bill 17, the *Child, Family and Community Service Amendment Act 2002*, was introduced. The bill's purpose is to expand options available to courts and ministry workers for children needing protection in ways such as:
  - Allowing a child to be placed in the custody of extended family, friends of the family, and other community members, shortly after removal from the home.
  - Helping to clarify the scope of child protection authority and ensuring resources are focused on protecting children in their own homes.
- The ministry will continue developing a variety of responses that are less disruptive than removal to address protection concerns, including:
  - Support for families or relatives without removal of the child.
  - Shortening a child's length of time in the care of the ministry.
  - Providing child protection workers with options that are less disruptive than removing a child from his or her parental home.
  - Promoting capacity in communities in order to help protect children and support child and family development. This includes planning (for completion in 2002/03) a new family development framework, to facilitate assisting parents or extended family members to care for a child without removal from home, or to enable a child who is removed from home to return home sooner.
- Increasing the number of adoptions of children in the permanent care of the ministry.
- The ministry began developing the Youth Educational Assistance Fund for implementation in 2002/03, as an option for former permanent youth in care between their 19th and 24th birthday. The fund will be similar to a bursary and will provide eligible youth access to a maximum of $2,500 per year to pursue educational goals, up to a maximum of $10,000 over five years.
- The ministry will continue another key activity through its focus on investing strategically in Early Childhood Development, to identify and build on existing community capacity to enhance the resiliency of families.

Next Steps

- The ministry is preparing for proclamation of Agreements with Child's Kin and Others (section 8 of the *Child, Family and Community Service Act*, also called kith and kin agreements), to be proclaimed separately, along with new family conferencing provisions.

Government Strategy

"Establish a legacy fund for Early Childhood Development"— (Completed).

Activities to Date

- In 2001/02, the Minister of State for Early Childhood Development (the first such position in Canada) established an Early Childhood Development Legacy Fund at the Vancouver Foundation. The ministry had invested $5 million in the fund as of March 31, 2002, which will help community groups build local capacity to serve children up to age six and their families. It is anticipated that businesses, foundations, individuals, non-profit and professional groups in the private sector will build the fund to approximately $10 million by 2005, to benefit community-based Early Childhood Development initiatives province-wide.
- The ministry provided funds to establish a research chair.

Government Strategy

"Work with the community to develop and implement a new governance and service delivery structure for adult community living services."

- In 2001/02, the ministry took steps to lay the groundwork for moving from a system of direct care and support for adults with developmental disabilities, to a community governance and service delivery system that promotes choice, innovation and shared responsibility. Activities began to plan and support community governance in the adult community living sector, including work towards the later establishment of a 24-member provincial Transition Steering Committee to partner with government.

Activities to Date

Activities to support community governance in the adult community living sector include:

- Completing groundwork towards the establishment, early in 2002/03, of the above-noted 24-member provincial Transition Steering Committee with representatives from community service sectors across B.C., to partner with government to plan for community governance. Membership of the transition steering group will feature a full range of community stakeholders, including clients and families, proprietary caregivers, and representatives with many years of experience operating non-profit community agencies.

Next Steps

The ministry and its partners will explore options for new initiatives in adult community living services, such as:

- New options to help ensure resources are dedicated to those adults with developmental disabilities and their families who have the greatest need.
- Additional supports and incentives that would enable a greater variety of options to keep adult children living at home.

- Where possible, enabling adults with developmental disabilities more options as alternatives to living in staffed residential resources, such as more independent living and family care arrangements.
- More specialized and cost-effective residential arrangement options for those adults with more complex support needs.
- Reviewing a range of funding options towards increasing choice and better meeting the needs of individuals and families.

Government Strategy

"Work in partnership with families and communities to create a model that will better meet the needs of children by increasing a family's capacity to care for its children through family development programs."

Activities to Date

- One of the strategic shifts the ministry is making is investment in capacity and resiliency building, and providing funding for programs and services known to work.
- Family supports under the *Child, Family and Community Service Act* aim to build on the capacity of families and communities, by funding evidence-based support services that enhance child and family development.
- As part of its strategic investments in early childhood development, the ministry will focus on innovative ways to identify and build on existing community capacity to enhance resiliency of children and their families. Examples include finding new opportunities for greater local delivery of services through a variety of initiatives, including learning sites.
- In 2001/02, the ministry began funding Early Intensive Behavioural Intervention programs for children under age six years with autism and their families, and announced the implementation, early in 2002/03, of an interim individualized funding option for the same group.
- The ministry continued the Transition to School Year Program to provide interim services to children aged four to six years with Autism Spectrum Disorder, to help prepare them to enter school.
- The ministry also began examining new opportunities for parental education initiatives, in areas such as Fetal Alcohol Spectrum Disorder awareness and Infant Development Programs. As part of its commitment to support urban Aboriginal communities, the ministry began plans to implement a comprehensive approach to Aboriginal Early Childhood Development services for young children and their families.

Next Steps

- The ministry is creating a family development framework, anticipated to be completed in the summer of 2002, which will:
  - Be enabling and not prescriptive
  - Be principle and outcome driven
  - Set out what the ministry intends to achieve through family development resources and programming
  - Support the ministry's goal to reduce the number of children in care by January 2004.

- Programs and services developed under the framework will enhance families' and communities' capacity to care for and protect vulnerable children.
- The ministry will promote community capacity and integrated approaches to service delivery at the community level for Early Childhood Development.

Update on *New Era* Commitments

During fiscal 2001/02, the ministry made significant progress on *New Era* commitments outlined below.

Stop the endless bureaucratic restructuring that has drained resources from children and family services.

- The new community governance models to be introduced by the ministry will create more stability in the system and ensure more effective service delivery for children and families.
- A critical first step was the announcement to move to a five-region structure, to come into effect in 2002/03.
- Through the Core Services Review, foundation principles were established for the effective, efficient delivery of services to vulnerable people:
  - Families have the right and primary responsibility to support the growth and development of children and youth
  - Government acknowledges and will reinforce the capacity of communities to support and enhance the resilience of children and families
  - The ministry should provide the minimal interventions necessary to ensure the safety and well-being of the most vulnerable community members.
- The ministry has begun a shift from decision-making based in headquarters towards community governance.
- The shift will involve the transfer of budget and staff resources to the community governance structure, and will be completed within three years.

Enhance training, resources and authority for front-line social workers, to protect children at risk and improve services to families.

- Social workers are being encouraged to utilize the full range of their training, experience and knowledge to protect children through family development supports. Removing a child from their home and community is the choice of last resort, when no other means available would ensure the child's safety and well-being.
- Government announced the creation of a Children's Officer, to integrate key functions of the Children's Commissioner and the Child, Youth and Family Advocate, when the two latter offices close. This will help reduce the diversion of valuable, front-line child protection resources caused by constant reporting to, or responding to reports from, third-party oversight agencies.
- The ministry will continue to collaborate with the province's university schools of social work, and child and youth care, to prepare future child protection workers.
- Child welfare specialization programs were established and operated in 2001/02. The Ministry of Advanced Education funds 152 seats for the programs, which will prepare graduates for entry into the field of child welfare.
- In 2000/01, about 162 children were placed into adoptive homes. During that fiscal year the ministry ran a three-week television advertising campaign. In 2001/02, adoption workers were encouraged to make more effective use of regional adoption recruitment budgets throughout the fiscal year. During this period, about 227 children were placed in adoptive homes — the highest annual number since the 1980s.

Work with foster parents to help them improve care and placements of foster children.

- The 53-hour B.C. Foster Care Education Program underway was presented through the community college system.
- The ministry is reviewing the screening process for foster families and the protocols for abuse/neglect allegations in foster homes. Foster care will be a component of the new governance model to be introduced for child protection and family development.
- The ministry began carrying out activities to facilitate, whenever possible, the shift of children in residential care from staffed group homes and other contracted resources, into family foster care with supports for 2002/03.
- Payments to foster parents in B.C. remained among the highest in Canada.
- The number of children removed from their homes by the ministry declined between June 2001 and March 2002.
- The ministry moved to correct inconsistencies and inequities in payments based on the family care home model.
- The ministry planned to continue working with foster parents throughout 2002/03 to implement the recommendations of an audit.
- The ministry produced a new publication for foster parents to assist youth as they approach adulthood and independent living. The *Facilitators' Guide for Useful Tips for Youth Leaving Care* was written by Dr. James Anglin of the University of Victoria School of Child and Youth Care. It is posted on the ministry's web site at www.mcf.gov.bc.ca/child_protection/facilitators_guide_final.pdf.

Focus on early identification of at risk children and measures aimed at preventing crisis situations before they arise.

- As part of a new governance model, the ministry will be working with the community to develop and implement a service delivery structure to support early intervention services to children at risk. This would include the implementation of programs that would help develop family capacity to meet the needs of their children.
- Investment in early childhood and family development will continue to be priorities, with plans underway for increases in 2002/03.
- Strategic investments were planned or underway, for services that are evidence-based, produce measurable results and empower children, families and communities toward real and positive change in the quality of their lives. The strategic investments include community-based programs such as the *Make Children First Learning Sites*, the *Building Blocks* programs, neighbourhood houses and family resource centres.
- The ministry will continue to shift decision-making responsibility around service delivery away from headquarters to community-based governance models.
- At the end of 2001/02, the ministry created a new Family Development unit, to build a framework for use by the future provincial and regional authorities, towards establishing services to support families and communities to keep children safe in their own homes and/or with extended families whenever possible.
- A key feature of British Columbia's approach to its Early Childhood Development initiatives will be the use of leading-edge research to promote policy development. Best practices will be fostered by

a partnership between the ministry's Early Childhood Development branch and the Human Early Learning Partnership (HELP) based at the University of British Columbia.

With the Ministry of Public Safety and Solicitor General, fight child prostitution and youth crime with specific legislation aimed at providing greater protection to children at risk, and greater parental responsibility for children who commit crimes.

- The ministry will be working with the Ministry of Public Safety and Solicitor General in 2002/03 to consider appropriate measures to meet related objectives.
- The ministry will re-activate and co-chair, with the Ministry of Public Safety and Solicitor General, the Assistant Deputy Ministers' Committee on Sexually Exploited Children, to advance collaborative and integrated inter-ministry efforts to combat the sexual exploitation of children.
- In mid-2001/02, many key ministry staff and police officers participated in province-wide orientation sessions for an integrated approach toward youth at risk. The sessions highlighted an *Orientation to the Legal Protection of Sexually Exploited Children and Youth* and were attended by professionals such as child welfare workers, police, youth and adult probation officers, street outreach and safe house workers.
- The unproclaimed *Secure Care* legislation was reviewed, and after public consultation and review of submissions, it was determined that very significant concerns precluded its proclamation. Instead, a *Safe Care* bill was announced for development.

Increase emphasis on early childhood intervention programs for families with special needs children.

- The ministry will develop and implement a new service delivery model to support and promote family and community capacity in the delivery of early intervention services to children at risk of developing special needs.
- The ministry began administering Early Intensive Behavioural Intervention programs for children up to age six with autism, and their families. The ministry also finalized plans to begin administering an individualized funding option for the same client group early in fiscal 2002/03.
- In 2002/03, the ministry will continue, and/or create plans, to expand a variety of services for at-risk children and their families. For example, the ministry made plans for expansion of the community-based *Make Children First Learning Initiative Sites*. These sites aim to determine elements of an effective, comprehensive, coordinated system of supports and services needed to optimize children's healthy growth and development.

Letter from the Premier to the Minister of Children and Family Development — June 25, 2001

Projects Achieved and/or Underway in 2001/02

Review the current legal status of children with autism and make recommendations.

- The Crown made an appeal of a B.C. Supreme Court decision on the provision of treatment to children with autism. This is a Charter obligation of government. Families involved in the litigation made a cross-appeal and asked the Court of Appeal to overturn the Supreme Court decision to not grant reimbursement for past treatment expenses, and require the government to provide treatment by a medical practitioner or psychologist. In mid-February, the British Columbia Court of Appeal heard the cross-appeal and reserved judgment. It was expected that the court's judgment would be issued within the next several months.

Examine opportunities for greater local delivery of family services.

- Government approved the development of new governanance and service delivery models. The ministry will be implementing the new models over the next three years in a way that will consider how best to deliver family services at the regional level.

Develop a plan to lead an increase in family support services.

- In 2002/03, the ministry will be reviewing its current family development programs, and will be considering how best to refocus tools and supports to increase the role of families in addressing identified risks to children in ways that keep children within their immediate and extended families.

Develop a framework for attracting more foster parents and support today's foster parents.

- Regional personnel will develop plans in 2002/03 regarding projected needs for foster care, in order to meet the range of services required across the province by 2004/05.

Develop a plan for Aboriginal children receiving ministry services in cooperation with the Ministry of Community, Aboriginal and Women's Services.

- An inter-ministry committee will be developing a plan in 2002/03 for coordination of provincial services.

Provide greater support to childhood development programs.

- The ministry will be reviewing its family development programs in 2002/03 and will be considering how best to refocus tools and supports to increase the role of families in addressing identified risks to children.

Examine opportunities for parental education initiatives.

- The ministry will further explore opportunities for enhanced parental education programs in 2002/03.

Performance Reporting

In this performance reporting section, ministry performance is reported against the goals and objectives as identified in the ministry's *2002/03 - 2004/05 Service Plan*. The following goals and objectives reflect the changes in priorities and strategic shifts that the ministry will be moving towards as a result of the review processes the government and ministry have completed to meet the needs of British Columbians.

Goal 1 — To promote an environment where adults with developmental disabilities can participate in and contribute to their communities and live a full and valued life.

Objective 1.1: To establish a sustainable community living system that supports the needs of adults with developmental disabilities, their families and communities.

Objective 1.2: To increase family and community capacity to exercise responsibility to support adults with developmental disabilities.

Goal 2 — To promote an environment that supports the health and safety of our highest risk youth.

Objective 2.1: To facilitate the rehabilitation of youth in the justice system.

Objective 2.2: To improve the functioning of high-risk youth in the community.

Objective 2.3: To establish co-ordinated, community-based mental health services for children and youth.

Goal 3 — To improve family capacity and improve readiness to learn for children under six, including children with special needs.

Objective 3.1: To promote early childhood development as a key strategic investment.

Objective 3.2: To target evidence-based, individualized services to those children with special needs and their families who most require them.

Goal 4 — To promote an environment where the most vulnerable children and youth are protected and supported by families and communities.

Objective 4.1: To promote and support the capacity and responsibility of families to protect and care for their children.

Objective 4.2: To improve the safety and well-being of children and youth receiving child protection services.

Goal 5 — To plan and deliver services in the most efficient and effective manner.

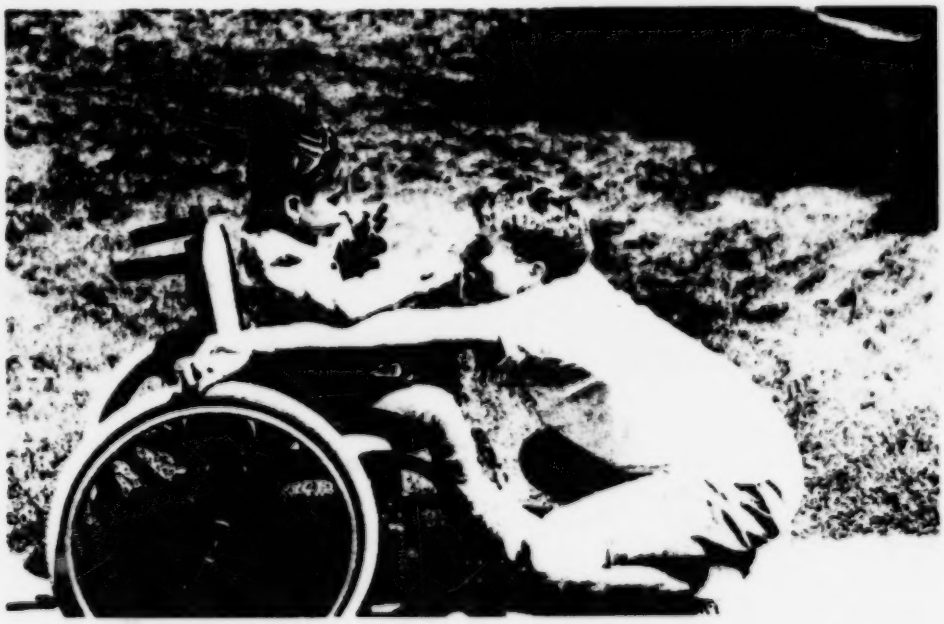
Objective 5.1: To develop and implement community-based governance models that promote choice, innovation and shared responsibility.

Objective 5.2: To develop and implement an organizational structure that supports government and ministry priorities, and optimizes public service renewal.

This section presents the ministry's performance measures and results for 2001/02. These measures are an amalgam of those presented in the ministry's *2002/03 – 2004/05 Service Plan* and in its previous *Performance Plan*. Each measure is presented with its actual value for 2001/02, a comparison of the actual result to the target; where applicable, a brief analysis of the results; historical trend information (where available and relevant); a definition and rationale for the measure; and comments related to the measure and related result. Changes in data are noted within the appropriate performance measure section.

The ministry collects data from a variety of different sources and is constantly striving to improve its data and performance reporting. Therefore, some data may be different than previously reported, to provide a more accurate picture. The measures will continue to be developed and refined, to reflect the ministry and government's priorities and to take advantage of all relevant and new performance information as it becomes available.

The ministry's *2001/02 – 2003/04 Performance Plan* included a number of performance measures that were population level health and well-being measures, such as the rate of low birth-weight babies born. Since the ministry and its programs are only one factor that contribute to the results of population level health and well-being measures, these performance measures are not included in the ministry's *Service Plan* or the *2001/02 Annual Report*. However, the ministry continues to monitor, report and use these important outcome measures to guide service delivery planning and priorities. Information on these population health and well-being indicators can now be found in *Measuring Success: A Report on Child and Family Outcomes in BC*, posted on the ministry's web site at www.mcf.gov.bc.ca/publications/measure_success/msindex_2002.htm.



GOAL 1 — To Promote an Environment where Adults with Developmental

Disabilities can Participate in and Contribute to their Communities and Live a Full and Varied Life

Objective 1.1 — To establish a sustainable community living system that supports the needs of adults with developmental disabilities, their families and communities.

Performance Measure	2001/02 Target	Actual	Variance
Percentage reduction in the unit cost of service	N/A Baseline established	Unit cost of service $59,000	N/A
Analysis This measure was baselined in 2001/02. Based on March 2002 figures, the average cost per client is $59,000. This is a revised number, from the baseline of $65,000 that was published in the *Service Plan*. Changes are due to the use of actual expenditures (versus estimated budget) and a revision in the number of adult community living clients receiving services.			
Trends N/A			
Definition / Rationale The actual expenditures for adult community living, divided by the number of open case files in adult community living (based on March 2002 figures and reports). The ministry is establishing a sustainable community living system for adults with developmental disabilities. A reduction in the average cost per client is essential to ensuring the sustainability of the new system.			

Performance Measure	2001/02 Target	Actual	Variance
Number of adults with developmental disabilities receiving services	N/A Baseline established	8,657	N/A

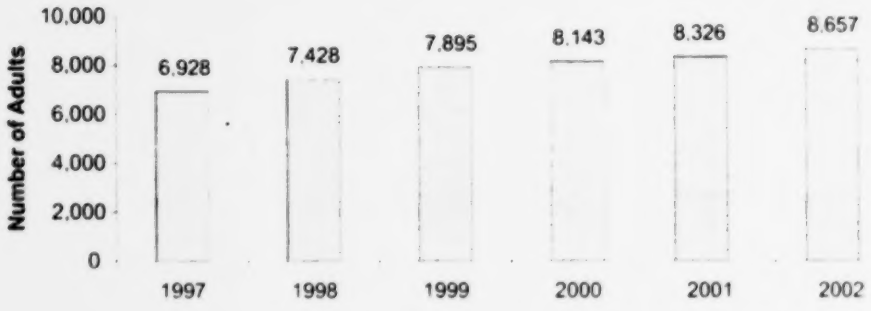
Analysis

This measure was baselined in 2001/02. The number of adults with developmental disabilities receiving services in March 2002 was 8,657.

The *Service Plan* listed the number of clients as 8,850 (average for April to September 2001). This was updated to 8,657 (March 2002) to more accurately reflect the number of clients receiving services. The updated figure excludes files that had no services attached to them, such as those with services pending or where a determination was made to not provide the service.

Trends

Number of adults with developmental disabilities receiving services



Definition / Rationale

This was the number of open case files in March 2002. This was a proxy for the number of clients receiving services, however, there may be some discrepancy, i.e., due to files that needed to be closed, etc.

This illustrates the ministry's commitment to continuing to provide services to adults with developmental disabilities.

Objective 1.2 — To increase family and community capacity to exercise responsibility to support adults with developmental disabilities.

Performance Measure	2001/02 Target	Actual	Variance
Percentage of clients who are living with family and receiving ministry services	N/A Baseline established	27%	N/A
Analysis This measure was initially baselined at 27% in the 2002/03 - 2004/05 *Service Plan* and reconfirmed by fiscal year end (March 2002). (The majority of clients not receiving services through the ministry receive benefits from the Ministry of Human Resources.)			
Trends N/A			
Definition / Rationale Number of clients receiving services without residential care divided by prevalence data. Data was based on March 2002 figures. Illustrates the ministry's commitment to building capacity of families and communities to support adults with developmental disabilities.			

Performance Measure	2001/02 Target	Actual	Variance
Percentage of clients living in semi-independent living and family care settings	N/A	17%	N/A
Analysis This measure was baselined at 17% for 2001/02 and reconfirmed by fiscal year-end (March 2002).			
Trends 2000/01 — 17% of clients living in semi-independent living and family care settings 2001/02 — 17% of clients living in semi-independent living and family care settings			
Definition / Rationale The number of clients living in semi-independent and family care settings divided by the total number of community living clients.			
Comment Illustrates the ministry's commitment to providing supports to maintain adults with developmental disabilities in their families' homes or to live semi-independently in their communities.			

GOAL 2 — To Promote an Environment that Supports the Health and Safety of our Highest-risk Youth

Objective 2.1 — To facilitate the rehabilitation of youth in the justice system.

Performance Measure	2001/02 Target	Actual	Variance
Number of youth forensic psychiatric assessments completed	N/A Baseline established	1,277	N/A

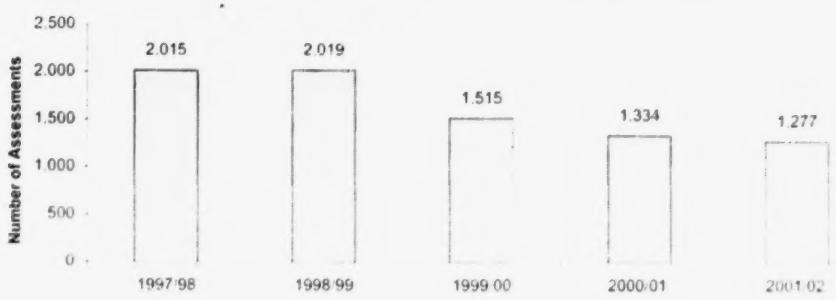
Analysis

This measure was baselined in 2001/02 at 1,277 assessments completed.

The decline in youth forensic psychiatric assessments matches the pattern experienced in the youth justice system in general. There has been a significant decline of youths being incarcerated and entering probation since 1995, and there was a decline in the youth population.

Trends

Number of youth forensic psychiatric assessments completed



Definition / Rationale

The total number of youth forensic psychiatric assessments completed within the fiscal year.

Measures the effectiveness of the ministry in continuing to deliver services to assist in the rehabilitation of youth in the justice system while meeting its budget reduction obligations.

Comment

This measure does not represent the number of youth that received assessments. One youth may have received more than one assessment within a fiscal year.

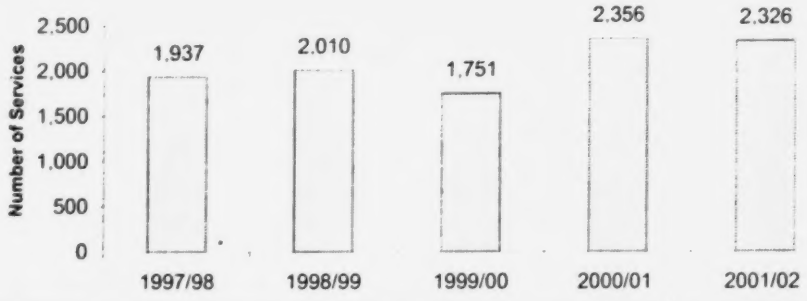
The ministry's *Service Plan* listed the baseline for 2000/01 as 1,068 assessments. This number has been updated to 1,334 to reflect a more accurate appraisal of the assessment services delivered.

Performance Measure	2001/02 Target	Actual	Variance
Number of youth forensic treatment services provided	N/A Baseline established	2,326	N/A

Analysis
This measure was baselined in 2001/02 at 2,326 youth forensic services delivered.

Trends

Number of youth forensic treatment services provided



Definition / Rationale
The total number of youth forensic treatment services delivered within the fiscal year.
Measures the effectiveness of the ministry in continuing to deliver services to assist in the rehabilitation of youth in the justice system while meeting its budget reduction obligations. A youth forensic treatment occurs when a youth enters into a course of clinical services. A youth can enter more than one course of treatment in a year. (This measure does not report the number of youth receiving services.)

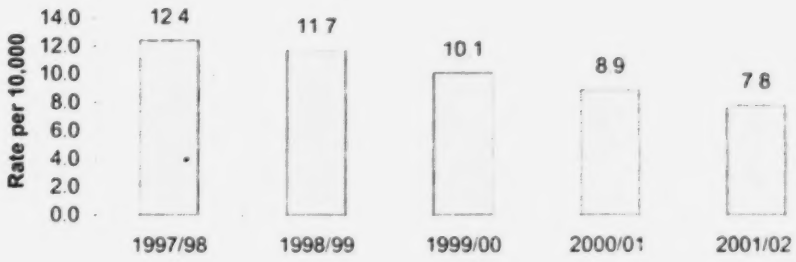
Comment
This measure does not report the number of youth that received treatment services. One youth may have received more than one treatment within a fiscal year.
The ministry's *Service Plan* listed the baseline for 2000/01 as 1,584 treatments. This number has been updated to 2,356 to reflect a more accurate appraisal of the treatment services delivered.

Performance Measure	2001/02 Target	Actual	Variance
Rate of youth in custody based on a proportion of all 12-17 year olds (per 10,000)	9.0	7.8	1.2 per thousand better than target

Analysis
Since 1997/98, the rate has dropped from 12.4 to 7.8, a drop of 37.1%. The most recent short term change (2000/01-2001/02) is a decrease of 12.2% (8.9 in 2000/01 to 7.8 in 2001/02). The rate exceeded the pre-set target by 1.2 per 10,000.

Trends

Rate of youth in custody per 10,000 — all 12-17 year olds



Definition / Rationale
Number of youths in custody under the *Young Offenders Act* expressed as a ratio of the total population of youth to which the *Young Offenders Act* applies (12-17 years).
This is a measure of the extent to which youth are adopting illegal lifestyles.

Objective 2.2 — To improve the functioning of high-risk youth in the community.

Performance Measure	2001/02 Target	Actual	Variance
Number of Youth Agreements active at the end of the fiscal year	250	141	109 under target

Analysis
Three regions have increased their use of Youth Agreements, but the total number of Youth Agreements for the province has declined.
The 2002/03 target for the number of Youth Agreements (contained in the ministry's *Service Plan*) has been set at 200.

Trends
2000/01 — 161 Youth Agreements
2001/02 — 141 Youth Agreements

Definition / Rationale
The number of Youth Agreements that are active at the end of the fiscal year.
The ministry is continuing the use of Youth Agreements to meet the needs of at-risk youth.

Comment
In addition, there are 16 youth in the Youth Supported Independent Living Program, a three year demonstration project for youth with significant mental health issues who can no longer live with family.

Objective 2.3 — To establish co-ordinated, community-based mental health services for children and youth.

Performance Measure	2001/02 Target	Actual	Variance
Number of children and youth receiving community child and youth mental health services (MCFD staffed mental health service providers only)	N/A	11,100 (approx.)	N/A

Analysis
This measure was baselined at approximately 11,100 children and youth. This measure excludes all data from the ministry's contracted agencies and community child and youth mental health service providers. Community Child and Youth Mental Health Services are delivered by three groups of service providers. These include MCFD staffed service providers, who served approximately 11,100 clients in 2001/02 and comprise approximately half of the total budget. Contracted MCFD equivalent agencies and community contracted service providers comprise much of the rest of the budget's allocation.

Trends
2000/01 — approximately 11,100 children and youth receiving mental health services
2001/02 — approximately 11,100 children and youth receiving mental health services

Definition/Rationale
Number of children and youth receiving community child and youth mental health services though ministry staffed mental health service providers. Number does not indicate the type or frequency of service.

Comment
The ministry is developing the Child and Youth Mental Health Plan. Its implementation may result in a change of services provided (such as, type of client or type of service). In the future, data collection will improve due to: 1) the implementation of the Mental Health Minimum Data Set (MDS), which will allow the ministry to capture type of service data, and 2) the increasing number of contractors reporting into the existing information system.

GOAL 3 — To Improve Family Capacity and Improve Readiness to Learn for Children under Six, Including Children with Special Needs

Objective 3.1 — To promote early childhood development as a key strategic investment.

Performance Measure	2001/02 Target	Actual	Variance
Number of Learning Sites established to foster the integrated planning and delivery of early childhood development initiatives	N/A Baseline established	3 sites Baseline	N/A
Analysis Measure was baselined in 2001/02 at three sites: Port Alberni, Prince George, and Eastern Fraser Valley. The Learning Sites, established in November 2000, were intended to generate information for use by other regions and communities in establishing integrated early childhood development strategies and services to address their unique needs. The number of sites will be expanded to five during the 2002/03 fiscal year, to ensure there is a site in each of the five regions.			
Trends N/A			
Definition / Rationale The Learning Sites are those that received funding for the purpose of contributing to the determination of an integrated and comprehensive system for early childhood development that can be applied provincially. This measure illustrates both the ministry's commitment to promoting early childhood development as a strategic investment and to its commitment to build the capacity of communities to plan and deliver appropriate services.			

Performance Measure	2001/02 Target	Actual	Variance
Number of communities with urban Aboriginal Early Childhood Development programs	N/A	25 targeted communities, represented by 18 Aboriginal agencies	N/A

Analysis
18 Aboriginal agencies, representing 25 targeted communities, were approved for urban Aboriginal programs. The funding for these programs was issued in January 2002.
Urban Aboriginal Early Childhood Development is a new program and is expected to expand in 2002/03.

Trends
N/A

Definition / Rationale
The number of communities are defined as the number of urban centres (i.e., Terrace, Kamloops, City of Vancouver) that have an approved proposal for urban Aboriginal Early Childhood Development funding.
There can only be one proposal per urban centre.
This measure demonstrates the ministry's support of building capacity within Aboriginal communities.

Comments
The 18 Aboriginal agencies (25 communities) which received funding in 2001/02 included:
Vancouver Aboriginal and Family Services
Mission Indian Friendship Centre
Interior Indian Friendship Society (Kamloops)
North Cariboo Aboriginal Family Centre (Quesnel)
South Fraser Aboriginal Early Childhood Service Enhancement Initiative (Surrey, Langley, North Delta)
Tsawwassen First Nations
First Nations Urban Community Society (New Westminster, Burnaby, Pitt Meadows, Maple Ridge, Coquitlam, Port Moody)
First Nations Friendship Centre (Vernon)
Office of the Wet'Suwet'en (Smithers)
Tansi Friendship Centre Society (Chetwynd)
Houston Friendship Centre Society
Prince George Native Friendship Centre
Dawson Creek Family Resources Society
Northern Rockies Aboriginal Women's Society (Fort Nelson)
Friendship House Association of Prince Rupert
Upper Island Women of Native Ancestry Society (Courtenay)
Tillicum Haus Native Friendship Centre (Nanaimo)
Hilive'ye (House of Friendship) Society (Duncan).

Objective 3.2 — To target evidence-based, individualized services to those children with special needs and their families who most require them.

Performance Measure	2001/02 Target	Actual	Variance
Rate of children with special needs in the care of the ministry (per 1,000 children with identified special needs)	N/A	120 per 1,000	N/A
Analysis The rate of children with special needs in the care of the ministry has increased marginally, from 119 per 1,000 children with identified special needs in fiscal 2000/01, to 120 per 1,000 in 2001/02.			
Trends 2000/01 — 119 per 1,000 children in care with identified special needs. 2001/02 — 120 per 1,000 children in care with identified special needs.			
Definition / Rationale The number of children in care with special needs (as of March each fiscal year) as a proportion of total estimated B.C. children with special needs. Child in care with special needs is defined as any child in care who has a Special Needs Agreement, is in the Community Living Services service stream; or is identified as having a health/behaviour indicator of any one of the following: autism, fetal alcohol spectrum disorder, neo-natal abstinence syndrome, mental handicap, mental health-diagnosed condition, dual diagnosis, physical health-communication deficit, medical condition, physical disability, procedural/equipment requirement, other developmental disability. Population of children with special needs for 2001/02 is estimated at 52,450 (prevalence rate of 5.6%).			
Comment The ministry's *Service Plan* baselined the ratio for 2000/01 as 144/1,000. This rate will need to be updated to 119/1,000 to reflect a more accurate appraisal of the rate. (Point-in-time, rather than averaged data, were used to determine the rates.)			

Performance Measure	2001/02 Target	Actual	Variance
Percentage of children in care with special needs through Special Needs Agreements	N/A	8.0%	N/A
Analysis Percentage of children in care with special needs through Special Needs Agreements has declined slightly from 8.6% in 2000/01 to 8.0% in 2001/02.			
Trends 2000/01 — 8.6% of children in care with special needs through Special Needs Agreements 2001/02 — 8.0% of children in care with special needs through Special Needs Agreements			
Definition / Rationale Number of children in care with special needs through Special Needs Agreements as a proportion of total children in care with special needs, as of March each year.			
Comment The ministry's *Service Plan* listed the baseline for 2000/01 as 10.6%. This rate will be updated to 8.6% to reflect a more accurate appraisal of the rate.			

GOAL 4 — To Promote an Environment where the most Vulnerable Children and Youth are Protected and Supported by Families and Communities

Objective 4.1 — To promote and support the capacity and responsibility of families to protect and care for their children.

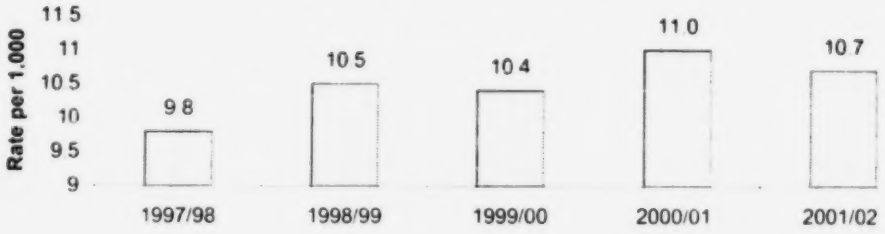
Performance Measure	2001/02 Target	Actual	Variance
Rate of children in care (per 1,000 children under 19 years of age)	N/A	10.7	N/A

Analysis

Rate of children in care (per 1,000 children under 19 years of age) declined by 3% in the first six months of 2001/02 fiscal year relative to the previous fiscal year. Over the longer period of 1997/98 to 2001/02, the rate increased by 9%.

Trends

Rate of children in care (per 1,000 children under 19 years of age)



Definition / Rationale

Total number of children in care (as of March each fiscal year end) divided by all children under 19 years of age in B.C.

Families have the right and primary responsibility to protect and support the growth and development of children and youth. Therefore, one of the ministry's goals is to support, strengthen and develop family capacity, and to reduce the number of children in the care of the ministry.

Comment

By July 2001, the rate had increased to 11.3/1,000. Since July 2001, it has decreased to 10.7/1,000, a drop of 0.6 per 1,000, and the result of efforts to better support children and their families. Additional strategies and legislative changes in 2002/03 will result in the use of less disruptive responses to child protection concerns whenever possible, and an increase in the capacity of families and communities to respond to children in need of protection. In addition, the ministry will try to place more children for adoption and find permanent placements for other children with relatives.

Performance Measure	2001/02 Target	Actual	Variance
Rate of reported at risk children and youth supported to stay at home	90%	91%	1% over target

Analysis
There has been a slight increase in this measure from 2000/01 to 2001/02. Evidence demonstrates that the ministry is improving towards operating optimally on this indicator. The ministry has made some initial changes that are reflected in this finding. The target is oriented towards monitoring for variance from this optimal performance.

Trends
N/A

Definition / Rationale
Percentage of children and youth subject to a protection concern that are supported to remain at home, rather than being removed. Calculation of the percentage is based on all cases within the fiscal year.
Within the context of a child's safety and well-being as the paramount consideration, children are best served by the least intrusive measures, such as family development and support services. Therefore, rather than bringing children into care, supporting children and youth to remain at home whenever possible is a ministry priority.

Performance Measure	2001/02 Target	Actual	Variance
Number of Aboriginal communities (designated by the Minister) served by Aboriginal agencies with delegated authority	111	114	3 over target

Analysis
The ministry has exceeded its target (as was set in the *2001/02 Performance Plan*) regarding the number of Aboriginal communities served by Aboriginal agencies with delegated authority. The ministry continues to make progress in working with Aboriginal communities in building the capacity to deliver services to their children and families.

Trends
In 2000/01, there were 18 delegation agreements representing 105 Aboriginal communities. By the latest count, there were 20 agreements representing 114 Aboriginal communities.

Definition / Rationale
Number of Aboriginal communities covered by delegation agreements. Agreements stem from the Director of Child Protection's legislated authority to delegate any or all of the Director's duties or functions to provide services and programs for children and families.
Supports the ministry's priority of enabling communities to develop and deliver services within a consolidated, comprehensive, community-based service.

Objective 4.2 — To improve the safety and well-being of children and youth receiving child protection services.

Performance Measure	2001/02 Target	Actual	Variance
Percentage of children in residential care placed in foster homes instead of other contracted residential resources (excludes Aboriginal children in delegated agencies).	N/A	74% (baseline)	N/A

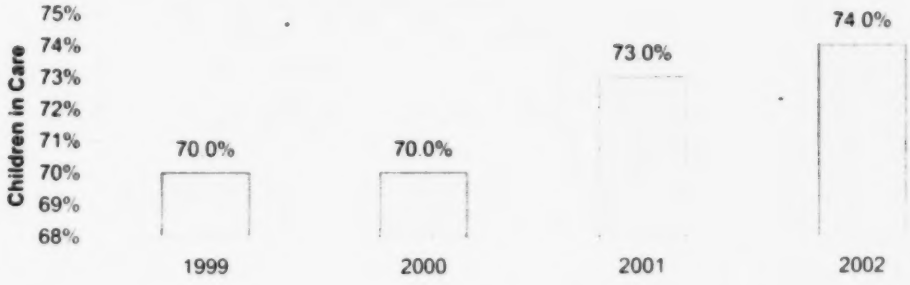
Analysis

This measure was established for the *2002/03 – 2004/05 Service Plan*.

In 2001/02, there was a slight increase in the number of children in residential care that were placed in foster homes. The percentage rose from a baseline of 73% in March 2001 to 74% in March 2002.

Trends

Percentage of children in residential care placed in foster homes instead of other contracted residential resources (excludes delegated Aboriginal children)



Definition / Rationale

The number of children in foster homes for March 2002 divided by the total number of children in residential care for March 2002.

This does not include Aboriginal children in delegated agencies.

Placing a child in care in foster care (as opposed to other contracted resources) usually offers a more suitable environment for the child.

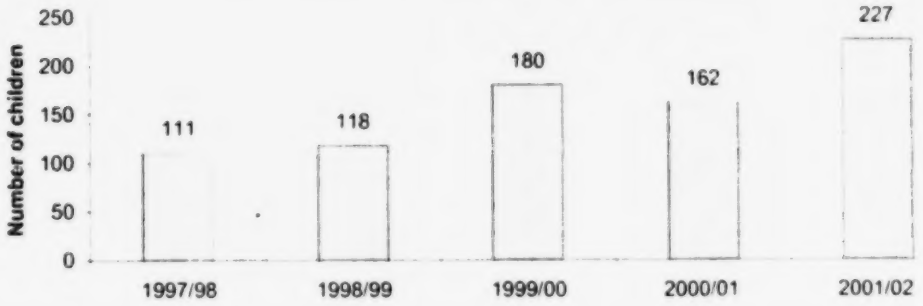
Performance Measure	2001/02 Target	Actual	Variance
Number of children in care adopted per fiscal year	225	227	2 adoptions over target

Analysis

The ministry exceeded its target (as was set in the *2001/02 Performance Plan*) regarding the number of children in care adopted per fiscal year.

Trends

Number of children in care adopted per fiscal year



Definition / Rationale

Total number of children placed with adoptive families — this is a count of the actual adoption placements made. Permanency for children in care is important since it provides children with a stable and loving family within which to grow and learn.

Performance Measure	2001/02 Target	Actual	Variance
Proportion of children and youth in continuing custody with a current comprehensive plan of care that is compliant with standards	60%	67%	7% over pre-set target

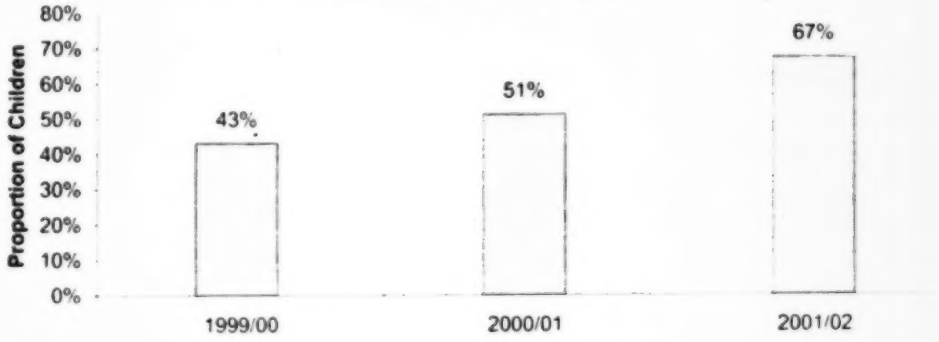
Analysis

Over the last three fiscal years, the ministry achieved significant increases in care planning for children (43% in 1999/00 to 67% in 2001/02).

The reasons for this increase include: the *Looking After Children* model and recent review of that model; specialized training; and delegation for guardianship workers; and regular audits of offices performing guardianship functions.

Trends

Proportion of children and youth in continuing custody with a current comprehensive plan of care that is compliant with standards



Definition / Rationale

Measure refers to compliance with ministry program standards. Developing a comprehensive plan of care — this standard requires that a plan of care meeting be held, with appropriate people in attendance.

A service quality measure of child and family development programs.

Comment

This particular performance measure was initially based on care plans reviewed by the Children's Commission, and is specific to children in the continuing custody of the state. Data were obtained from the Children's Commission. The data provided are based on the ministry's audit unit data with respect to completed plans of care and for those specific standards indicated, and include both temporary and continuing custody wards.

GOAL 5 — To Plan and Deliver Services in the Most Efficient and Effective Manner

Objective 5.1 — To develop and implement a community-based governance model that promotes choice, innovation and shared responsibility.

Objective 5.2 — To develop and implement an organizational structure that supports government and ministry priorities, and optimizes public service renewal.

Performance Measure	2001/02 Target	Actual	Variance
Percent reduction in regulatory requirements	N/A	17,158 Baseline	N/A

Analysis

The baseline number of regulatory requirements administered by the ministry is 17,158 (as of June 5, 2001).

As part of government's deregulation initiative, a review of the *Human Resource Facility Act* (HRFA) and regulations was conducted, with the result that no changes were recommended, although changes were made to the requirements for the HRFA loan program.

A review of *Protocols for Foster Parents*, *Adoption Standards*, the *Child, Family and Community Services Manual* and the *Practice Standards for Guardianship* was undertaken and is expected to be completed in 2002/03.

The Early Childhood Development and Adult Community Living Services Division worked closely with the Ministry of Health Planning on revisions to the *Community Care Facility Act*, and will be involved in the development of new regulations.

Trends

N/A

Definition / Rationale

'Regulatory requirement' includes a compulsion, obligation, demand or prohibition placed on an individual, entity or activity in ministry legislation, regulation or policy.

The baseline is a count of regulatory requirements as of June 5, 2001.

Performance Measure	2001/02 Target	Actual	Variance
Percentage of vacant front line regular Full Time Equivalent (FTE) child protection positions	15% reduction from 2000/01	41%	26% over target

Analysis

The average vacancy rate of Child Protection Workers in 2001/02 was 72.8 out of 1,286 FTEs, compared to 124 out of 1,286 FTEs in 2000/01. This is a reduction of 41%.

This reduction may be attributed to many factors which might include:

- National recruitment campaign conducted in April 2001
- The introduction of the Northern Recruitment Bonus
- The implementation of the Child Welfare Specialization in B.C. post secondary institutions in 2000/01
- Government re alignment, including changes within the Ministry of Children and Family Development (including the moving of positions as required)
- Move to post employment training from pre-employment training
- Increased movement of existing staff into child protection positions
- Change in labour market conditions that favoured the employer.

Trends

The method of collecting data on vacant Child Protection Worker positions was changed in late 1999 to increase the consistency and regularity of reporting. Therefore, data prior to 2000 cannot be compared with data collected after that time.

Definition / Rationale

Average vacancy rate of Child Protection Workers for fiscal 2001/02 minus the same rate for fiscal 2000/01. The difference is expressed as a percentage of the vacancy rate for 2000/01.

The ministry has traditionally had difficulty in staffing its Child Protection Worker positions, especially in specific areas like the North (outside of Prince George). Consistent staffing of these positions means that the ministry can more effectively respond to the needs of children and families within the province.

Performance Measure	2001/02 Target	Actual	Variance
Percentage variance in budget forecasting	0.5%	1.2%	0.7% (see Analysis below)

Analysis

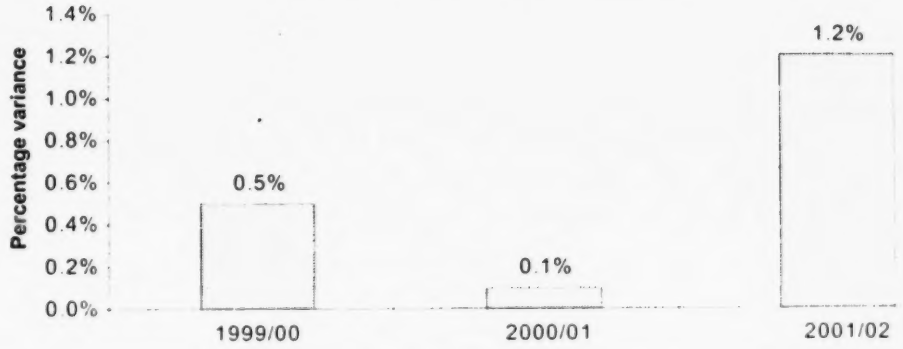
The ministry's actual expenditures for 2001/02 were 1.2% lower than forecasted. Forecasted spending was $1.542 billion. Actual spending was $1.524 billion (98.8% of the forecasted expenditure).

This reduction in spending is mainly due to two factors:

1. Costs to support children in care were reduced earlier than anticipated due to a reduction in caseload; and
2. A reduction in expenditures in the last quarter in line with the ministry's three year *Budget and Service Plans*. This includes reduced costs related to vacant positions that were to be eliminated in 2002/03.

Trends

Percentage variance in budget forecasting



Definition / Rationale

The ministry's actual expenditure is compared to the December forecast for that fiscal year. The difference (expressed as a percentage) is the variance for that fiscal year.

Performance Measure	2001/02 Target	Actual	Variance
Number of contracted agencies accredited	40	30	10 less than target

Analysis
Eight of the accredited agencies remain under contract with the Ministry of Children and Family Development. A total of 22 of the agencies delivered addictions services and were transferred to the Ministry of Health Services in September 2001 with the Addictions Services Branch.
187 contracted agencies are currently in the process of seeking accreditation for the first time.
In addition to the 187 contracted agencies noted above, 191 agencies are expected to begin the accreditation process in 2002/03.

Trends
1999/00 – 35 contracted accredited agencies
2000/01 – 20 contracted accredited agencies
2001/02 – 30 contracted accredited agencies
In 2000/01, some multi-service agencies allowed their accreditation for addictions services to lapse so that they could concentrate on having the entire agency accredited.

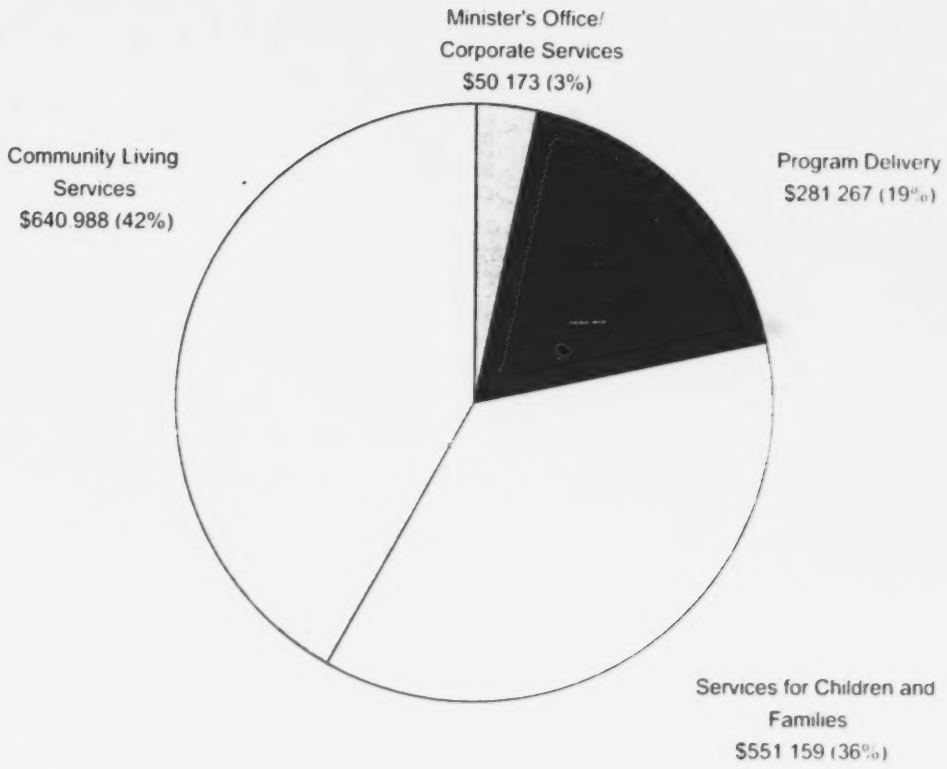
Definition / Rationale
This measure counts the number of agencies that are accredited within the fiscal year. The numbers of accredited agencies are cumulative (i.e., 30 agencies had their accreditation in 2001/02; not all of these agencies were newly accredited in 2001/02).
The ministry's commitment to accreditation illustrates its commitment to continually improving the quality of services delivered on behalf of the ministry and to improving their efficiency and effectiveness.

Report on Resources

(2001/02, Unaudited)

Ministry Expenditure* by Program Area

(*in millions)



2001/02 Resource Summary (Unaudited)

Ministry of Children and Family Development

	Estimated	Other Authorizations	Total	Actual	Variance
Operating Expenses ($000)					
Minister's Office	587	N/A	587	486	101
Corporate Services	46.909	N/A	46.909	49.687	(2.778)
Program Delivery	290.397	N/A	290.397	281.267	9.130
Services for Children and Families	549.068	N/A	549.068	551.159	(2.091)
Community Living Services	663.909	N/A	663.909	640.988	22.921
Total	**1.550.870**	**N/A**	**1.550.870**	**1.523.587**	**27.283**
Full-time Equivalents (FTEs)					
Total	**5,093**	**N/A**	**5,093**	**4,797**	**296**
Ministry Capital Expenditures ($000)					
Information Systems	20.360	N/A	20.360	5.963	14.397
Other	2.367	N/A	2.367	2.318	49
Total	**22.727**	**N/A**	**22.727**	**8.281**	**14.446**
Consolidated Capital Plan Expenditures ($000)					
Services for Children and Families	13.420	N/A	13.420	8.336	5.084
Community Living Services	830	N/A	830	1.007	(177)
Total	**14.250**	**N/A**	**14.250**	**9.343**	**4.907**
Other Financing Transactions (Net Disbursements) ($000)					
Human Services Providers Financing Program	8.300	N/A	8.300	11	8.289
Total	**8.300**	**N/A**	**8.300**	**11**	**8.289**

The Resource Information for the 2001/02 fiscal year is presented on the same basis as the vote structure in the Estimates and Public Accounts for that year. Beginning in 2002/03, the Resource Information will be presented by Core Business Area to demonstrate the linkage between expenditures and the achievement of the ministry's goals and core business objectives.

A Time of Change for the Ministry

In 2001/02, the Ministry of Children and Family Development (MCFD) started a process of change that will transform its relationships with the people and communities it serves. Driving forces for changes are outlined in the ministry's new vision, mission and principles, and in the six strategic shifts that provide focus for the process of transforming the ministry.

Visit MCFD's Change web site for ongoing updates on the ministry's transition to community governance. www.mcf.gov.bc.ca/change/

From 2001/02 into 2004/05, the ministry will continue its extensive transition process to prepare for a new era in the development of both child and family services and community living services in British Columbia. The ministry is preparing to transfer service delivery responsibility to Regional Authorities for Child and Family Development, and a Provincial Authority for Community Living Services. It will develop and implement a framework for Regional Aboriginal Authorities. This work will be guided by the participation of Aboriginal community members in four ministry task groups —governance, funding, quality assurance and accountability. The framework will lay the necessary groundwork for the ministry's successful transfer of responsibility to Aboriginal communities for many of the services currently provided by MCFD.

A key element of the transition phase will be new and improved external relationships with clients, communities and service providers, and internal relationships across the ministry and within government. These relationships — and accompanying legislation, policy, financial management and accountability mechanisms — will lead to improved outcomes for children, families and individuals with developmental disabilities.

A successful transition requires a comprehensive plan that is focussed, clear, relevant and regularly adjusted to ensure successful implementation. Major challenges the ministry will face along the way are:

- Accomplishing the six strategic shifts approved by cabinet, through integration into the day-to-day work of the ministry
- Delivering on commitments made in the ministry's *Service Plan*
- Developing and implementing new governance models and service delivery structures in the community living, and child protection and family development sectors
- Providing clear expectations and accountability frameworks for the new governance models
- Delivering all these tasks within the provisions of the ministry's budget management plan

To start the process, in 2001/02 the ministry developed a planning and implementation model (*MCFD Transformation*) that blends all of these deliverables into a single framework. Day-to-day as well as interim management will be incorporated into the *MCFD Transformation*. This will serve to:

- Provide leadership
- Devote ministry resources to the task of transformation as efficiently as possible
- Ensure that short-term and medium-term planning are all viewed through the transformational lens

- Focus on deliverables and a vision of our future state
- Assist government with public service renewal.

The *MCFD Transformation* model identifies four major transformation groups:

- Child and Family Development and Aboriginal Child and Family Development
- Community Living Services
- Corporate Accountability
- Corporate Infrastructure.

All groups will include a focus on Aboriginal service delivery and are driven by budgets, *Service Plan* deliverables and the strategic shifts.

The ministry has undertaken three key 'transformation' steps:

1. In moving to improved relationships with the communities it serves and service providers, the ministry will undertake an extensive consultative role by developing partnerships and creating appropriate committees for each of the key sectors. There will be several broad committees:
   - Children's Special Needs Task Force (time-limited)
   - Child and Family Steering Committee (including Aboriginal services)
   - Accountability Steering Committee
   - Infrastructure Steering Committee
   - Community Living Transition Steering Committee.

   Committee membership will include senior ministry/government officials, Aboriginal community members, and experts from the specific service area, including service providers and community leaders. In addition, an ongoing international Internet consultation network will be developed for the Accountability Group, with countries including the United States, Australia, New Zealand, England, as well as others.

2. The ministry has identified key projects for the next several months and is developing the activities related to those projects.

3. In considering governance models for the community living sector, the ministry identified an opportunity to partner with an existing coalition of community living groups favouring a provincial governance authority.

As the ministry moves forward in developing the new governance and service delivery models, it will continue to develop new six-month plans and monitor the plans' implementation. This will ensure plans are on time and on budget, and meet the deliverables outlined in the ministry's *2002/03 - 2004/05 Service Plan*.

Appendix A — 2001/02 Highlights of Public Information

In 2001/02, the ministry published or co-published a variety of child and family-related material. Many of the following materials can be viewed on the ministry's web site (www.mcf.gov.bc.ca/reports_publications.htm). Some of the publications are available in print through local ministry offices province-wide.

- *Brochure and Poster series: It's Easier than you think to Adopt a Child in BC*
- *Fact Sheets: Adoption*
- *Adoption Questionnaire Reference Guide*
- *Youth Agreements*
- *Nobody's Perfect*
- *Dealing with Difficulties in Foster Homes*
- *Make Children First Initiative (brochure series)*
- *Growing up Okay*
- *On-line newsletter: Autism Update*
- *On-line newsletter: Link — Community Living Services*
- *Practice Standards and Guidelines for Adoption*
- *Bulletin: Adoption Profiles*
- *Practice Principles: A Guide for Mental Health Clinicians Working With Suicidal Children and Youth*
- *Infant Development Program*
- *Parenting an Adopted Child*
- *Fetal Alcohol Syndrome (FAS) video and user booklet*
- *Foster Family Appreciation poster and certificates*
- *Conference material and display: Early Childhood Development*
- *Fact Sheets: The Early Years*
- *Facilitator's Guide for 'Useful Tips for Youth Leaving Care'*

Appendix B — Key Contact Information and Key Web Sites

Local Ministry Offices

- Contact information for local ministry offices is available in the provincial government blue pages of a phone book.
- A variety of general ministry contact information is posted on the ministry's web site (www.gov.bc.ca/mcf).
- The Ministry of Children and Family Development mailing address is:

  PO Box 9721 Stn Prov Govt
  Victoria, B.C.
  V8W 9S2

Helpline For Children

- Do you know a child under age 19 who needs help? Phone **310-1234** anytime, day or night. This is a toll free service and no area code is needed. If you call from a pay phone, there is no charge to call the operator. For more information please contact your local Ministry of Children and Family Development office (listed in the provincial blue pages in a phone book). Abuse can be physical, emotional or sexual. Abuse can be abandonment, desertion, neglect, ill-treatment, or failure to meet the physical, emotional needs or medical needs of a child. Abuse can be stopped.

- **Adopt One of British Columbia's Waiting Children — *Kids Can't Wait to Have a Family!***

  For adoption information phone toll free: **1 877 ADOPT 07 (1-877-236-7807)** or phone your local ministry office.

- **MCFD Change Site** — a ministry web site that provides ongoing updated information on the transition to community governance. www.mcf.gov.bc.ca/change/

- **MCFD Media Site** — a ministry web site that provides key statistics and facts about ministry programs and services. www.mcf.gov.bc.ca/media_site/

Appendix C — Glossary of Performance Planning and Reporting Terms

Annual Report — A *New Era* Update

A ministry document for fiscal year 2001/02. Although the *Budget, Transparency and Accountability Act* (BTAA) as amended takes effect for the 2002/03 fiscal year, and does not technically apply to reports for 2001/02, the intention is that the report should resemble future reports under the BTAA to the extent that is appropriate and practicable in the current circumstance of change of government and extensive reorganization.

Annual Service Plan Report

A ministry document, required by the amended BTAA from fiscal year 2002/03 onwards. This report may contain information normally found in a traditional annual report, with the additional requirement that a ministry's performance in meeting its service goals and targets is emphasized in the document. The document must link directly back to the ministry's corresponding service plan. In addition the document must contain a signed statement from the responsible minister to the effect that the minister is accountable for the actual results reported.

Core Business Area

A set of key activities, programs or budget areas related to the purpose, role and mandate of the ministry. Most ministries will have three to six core business or program areas.

Efficiency measure

Measuring the relationship between the amount of input (usually dollars or employee time) and the amount of service output or outcome of an activity or program.

Full-time equivalent (FTE)

The equivalent of one person working 1,827 hours in one year; includes employees whose salaries are paid directly from the Consolidated Revenue Fund. In the case of students, an FTE is the equivalent of one person taking the full annual course load.

Goal

Goals are the long-term ends that the ministry (or a business or program area) wants to achieve in fulfilling its mandate and mission. Goals must be realistic and achievable.

Input measure

A measure of the amount of resources (dollars and FTEs) used to undertake a function.

Mission

The reason for the ministry's existence. The statement identifies what the ministry does, why it does it, and for whom. It also reminds the public and other government entities of the unique purposes promoted and served by the ministry. The ministry's goals, objectives and strategies must be consistent with its mission statement.

Objectives	Objectives are concise, realistic, results-oriented statements of what service results a ministry or core service area achieves in the short term on the way to accomplishing its goals. Objectives must be stated in a way that clearly communicates what is to be achieved and measured or assessed, and when.
Outcome measure	Measuring the results and consequences or changes in conditions, behaviours or attitudes that indicate progress in achieving a program or ministry mission and goals. Outcomes may be immediate, ultimate, or somewhere in between.
Output measure	A measure of the level of service provided by a program (i.e., what and how much came out of a program or service). The measurable unit can be a number, percentage or ratio.
Performance measure	A performance measure (sometimes referred to as an indicator) can be used to measure/indicate the degree of success a ministry has in achieving its goals and objectives. When a measure has a specific numeric value attached to one aspect of the performance under consideration, it is typically referred to as a performance indicator.
Performance Plan	See Service Plan. Note: The amended BTAA (August 2001) adopts the term *Service Plan* to replace the previously used term, *Performance Plan*.
Performance target	Targets express pre-set, quantifiable performance levels to be attained at a future date.
Planning context	Summary information for critical thinking about, deciding on, and preparing a future course of action. A planning context assesses the ministry's internal strengths, weaknesses, challenges and opportunities. The context examines factors within the ministry that can positively or negatively affect its ability to accomplish its mission, goals and objectives. The planning context also assesses external forces that significantly affect the ministry.
Program	A set of activities with clearly defined, dedicated resources and common measurable objectives that are coherent and consistent.
Result	A consequence, issue or outcome of an action or series of actions. Often used synonymously with 'outcome' and/or 'output'.
Service Plan	A plan that describes a ministry's purpose or mission, its direction or vision, its goals and objectives, the operational strategies and resources it intends to use to achieve those objectives, and how it will know if it has been successful (i.e., through the use of performance measures and targets).

Strategic context	The strategic context of a service plan provides high level information that describes where a ministry is now. It usually includes a ministry's vision, mission, values and planning context.
Strategic Plan	The high level, government-wide corporate document that outlines the government's vision, mission, values and key priorities for the medium to long term.
Strategies	Strategies are the actions that describe how objectives are to be achieved. Other terms used to describe strategies are programs, projects, initiatives and activities, among others.
Values	The value statement expresses a ministry's core values or fundamental beliefs. Values define the ministry's management style, organizational values, and code of conduct for personal and organizational behaviour.
Vision	A clear and compelling picture of a ministry's preferred future; where the ministry is going, and where it wants to be. This vision must be sufficiently desirable and challenging to motivate and inspire ministry employees and influence decision-making.